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8 MAY 1963

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MEMORANDUM FOR: Director National Reconnaissance Office

SUBJECT : Control of Research and Development Efforts at Eastman Kodak

1. Efforts over the past several months to resolve our mutual problems associated with the control of research and development efforts at Eastman Kodak have not resulted in a definitive management procedure to date.
2. At this point in time, both Air Force Space Systems Division and the Central Intelligence Agency have contracts with Eastman for rather loosely identified efforts at the same facility and with the same people. A better management organization is required in order to prevent duplication and confusion at the contractor and to insure the proper emphasis is placed on the NRO objectives.
3. It is obvious that while general research and development in photographic processing is naturally beneficial to space and aircraft systems, peculiar requirements dictate that both areas of interest require an adequate voice in providing technical direction and approval. For example, the rapidly changing sun angles on a single pass of a satellite system (with frame by frame, short lengths of photography, such as the Stellar Index Camera) are of primary importance to space systems and favor a frame by frame processor. On the other hand, the OXCART system carries a punched tape recorder for the inertial guidance system. This device will permit computer readout of latitude and longitude by photographic frame prior to processing. By this method, we will know the sun angle, terrain characteristics, and with weather predictions we could conceivably develop an automatic controlled continuous processor.
4. It seems obviously logical to combine the two existing contracts into one in order to provide logistics simplicity and

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simplified control. As you know, I feel rather strongly that this can best be accomplished by using the CIA/Program B logistics and technical direction assets. This seems especially appropriate in view of their presently assigned responsibility for all photographic processing.

5. A suitable method of providing technical guidance to this R&D contract would be through the formation of a standing technical panel selected by the DNRO which would in effect direct the program at Eastman which would then be implemented and followed by the technical projects officer. Such a panel would meet perhaps two to three times a year and provide the technical project officer with his guidance.

6. It is, therefore, recommended that you direct the consolidation of the 2 present Eastman contracts into 1 which is assigned to the CIA/Program B office for implementation and technical management. It is also recommended that you select a technical panel with the chairmanship residing in the NRO Staff. It is recommended that this panel consist of technically qualified personnel from at least the following organizations:

National Reconnaissance Office  
Air Force Space Systems Division  
Air Force Satellite Photographic Processing  
Laboratory  
Central Intelligence Agency  
National Photographic Interpretation Center (non-voting advisor)

Signed Herbert Scoville, Jr.

HERBERT SCOVILLE, JR.

Deputy Director  
(Research)

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